Foreign Affairs and International Trade Canada
Affaires étrangères et Commerce international Canada

Canada

# Report on Plans and Priorities
# 2013-14

The Honourable Ed Fast
Minister for International Trade
and Minister for the Asia-Pacific Gateway

The Honourable John Baird
Minister of Foreign Affairs

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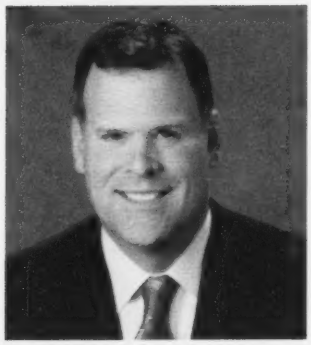
# Ministers' Message

**The Honourable Ed Fast**
**Minister for International Trade and Minister for the Asia-Pacific Gateway**



**The Honourable John Baird**
**Minister of Foreign Affairs**

We are pleased to present the 2013-14 Report on Plans and Priorities for Foreign Affairs and International Trade Canada (DFAIT). This report provides an overview of Canada's foreign affairs and international trade priorities and important ongoing work for the coming year.

Working with the U.S. to implement the Canada-U.S. Shared Vision for Perimeter Security and Economic Competitiveness and promote Canada as a secure source of energy will remain a priority for DFAIT.

We will contribute to Canadian prosperity through an updated Global Commerce Strategy. Trade negotiations will be advanced with the European Union, India, Japan, and South Korea. An ambitious Trans-Pacific Partnership agreement to expand economic relations with Asia will also be pursued, as with membership in the Pacific Alliance.

DFAIT will continue to promote democracy and respect for human rights abroad, including religious freedom. We will leverage our foreign policy capabilities to enhance national security by addressing security challenges such as terrorism, cyber security, and the proliferation of weapons of mass destruction. We will defend Israel's right to exist and work to expand freedom and security in the Middle East and Africa. The safety of Canadians abroad will be supported by more effective and rationalized delivery of consular and emergency response services.

Our engagement in the Americas will be focused on expanding cooperation with Mexico and Brazil and supporting regional partners to address security challenges. We will continue to implement Canada's Arctic foreign policy by delivering on Canada's priorities as Chair of the Arctic Council (2013-15).

DFAIT will deliver on these priorities while remaining committed to the prudent use of departmental resources and ongoing efforts to improve the efficiency of our operations. For more details on the department's work, we invite all Canadians to visit DFAIT's website.[1]

[1] www.international.gc.ca

# Section I: Organizational Overview

## 1.1 Raison d'être

DFAIT is responsible for the conduct of Canada's international affairs, including international trade and global commerce. It advances Canada's interests internationally, shapes Canada's responses to international issues and events, manages bilateral and multilateral relationships, and delivers programs worldwide. It provides commercial, consular and passport services to Canadians at home and abroad and manages Canada's global network of 171 missions in 104 countries, which serves as the Government of Canada's international platform.[2]

## 1.2 Responsibilities

The department's mandate is set out in the *Department of Foreign Affairs and International Trade Act* and can be summarized as follows:

- Conduct all official diplomatic communications and negotiations between the Government of Canada and other countries and international organizations;
- Coordinate Canada's economic relations and promote Canadian international trade and commerce; and
- Manage Canada's diplomatic and consular missions and services abroad, including the administration of the Canadian Foreign Service.

The department advances Canada's priorities abroad by undertaking diplomacy and programming in support of economic prosperity, international peace and security, democracy and human rights, and coordinates response to unanticipated world events, such as international crises and natural disasters abroad. DFAIT generates international opportunities for Canadian business by negotiating agreements to open and expand markets, by facilitating trade and investment and by encouraging innovation through international science and technology partnerships.

## 1.3 Strategic outcomes and program alignment architecture

DFAIT's Program Alignment Architecture is aligned with DFAIT's mandate and consists of three strategic outcomes, supported by seven programs, as well as internal services, which support all programs. Complementing important ongoing work, DFAIT's annual priorities, listed in Section 1.4 below, represent specific results that will be achieved over the year ahead to advance the government's international priorities and achieve measurable progress against the department's strategic outcomes.

Strategic Outcomes
1: Canada's International Agenda
The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values
2: International Services for Canadians
Canadians are satisfied with commercial, consular and passport services
3: Canada's International Platform
DFAIT maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities
Programs
1.1 International Policy Advice and Integration
1.2 Diplomacy and Advocacy
2.1 International Commerce
2.2 Consular Services and Emergency Management
2.3 Passport Canada
3.1 Governance, Strategic Direction and Common Service Delivery
3.2 Government of Canada Benefits
Internal Services

[2] As of March 2013.

## 1.4 Organizational priorities

These organizational priorities reflect tangible results, aligned with the government's international agenda, that the department will deliver over the course of the next year. These priorities, plus additional important ongoing results, are integrated into Section II of this report to provide a comprehensive overview of all measurable results that will be delivered to advance the department's strategic outcomes, program by program. The priorities below are numbered for clarity of presentation only, and are aligned with relevant Strategic Outcomes (SO) outlined in Section 1.3 above.

**1. Contribute to economic prosperity through implementation of an updated Global Commerce Strategy, with an emphasis on expanding and diversifying commercial relationships with emerging and high-growth markets.** Ongoing priority aligned to SO 1 and SO 2.

Why is this a priority? Free and open trade has long been a powerful engine for Canada's economy. It represents one out of every five jobs in Canada and accounts for 62 % of Canada's gross domestic product. Canadian businesses need access to key export markets in order to take advantage of new opportunities. Over the past six years, Canada has concluded free trade agreements with nine countries as well as foreign investment promotion and protection agreements with 14 countries. Deepening Canada's trading relationships in dynamic and high-growth markets around the world is key to these efforts.

Plans for meeting this priority:

- Implement an updated Global Commerce Strategy to improve the access of Canadian companies to key markets, capital, technology, talent, and trade-promotion and partnership-development support.[3]
- Seek an ambitious conclusion to the Canada-EU Comprehensive Economic and Trade Agreement and support ratification and implementation of a concluded agreement.
- Seek an ambitious Comprehensive Economic Partnership Agreement with India, advance free trade negotiations with Japan and South Korea, and deepen commercial engagement with Africa with an emphasis on investment promotion and protection.
- Promote Canada as a reliable and responsible supplier of resources to global markets.

**2. Promote democracy and respect for human rights, and contribute to effective global governance and international security.** Ongoing priority aligned to SO 1 and SO 2.

Why is this a priority? Effective global governance and international security and stability are critical to Canada's economic prosperity.[4] Advancing the values of freedom, democracy and human rights is central to Canadian foreign policy and our national security. The emergence of a range of new security challenges supports the need for new policy approaches, such as the development of a cyber foreign policy to protect Canada's Internet-related economic and foreign policy interests.

Plans for meeting this priority:

- Provide leadership on international human rights issues, develop a strategy to advance democracy, and work with partners to improve transparency and accountability for results within key international organizations.[5]
- Address international security challenges, including terrorism, transnational organized crime and the proliferation of weapons of mass destruction, and promote security and stability in fragile states and regions.
- Defend Israel's right to exist and expand freedom and security in the Middle East and Africa.

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[3] www.international.gc.ca/commerce/strategy-strategie/index.aspx?view=d
[4] www.international.gc.ca/cip-pic/security-securite2.aspx?view=d
[5] www.international.gc.ca/rights-droits/index.aspx?view=d

- Establish a cyber foreign policy to promote Canada's Internet-related economic, security and foreign policy interests.
- Operationalize the Office of Religious Freedom to promote tolerance and human rights, and encourage protection of religious minorities.

**3. Reinforce the Canada-U.S. relationship and expand Canada's engagement in the hemisphere.** Ongoing priority aligned to SO 1 and SO 2.

Why is this a priority? The Canada-United States partnership is an example of how opening borders to increased trade is the ultimate path to prosperity. Canada and the United States share the largest bilateral flow of goods, services, people and capital between any two countries in the world.[6] With nearly $1.9 billion in goods and services crossing the border each day, it is vitally important that Canada continues to contribute to the effective management of the shared border. Seeking to harness the enormous dynamism in our hemisphere, Canada's engagement in the Americas will maintain our traditional emphasis on prosperity, security and democratic governance.[7]

Plans for meeting this priority:

- Deepen commercial relations with the United States through support for innovation and foreign investment, and promotion of Canada as a stable and secure source of energy and energy technology.
- Support the negotiation and implementation of the Canada-U.S. Shared Vision for Perimeter Security and Economic Competitiveness, and enhance Canada-U.S. continental defence cooperation.
- Implement targeted engagements in the Americas, including expanded commercial engagement, cooperation with Mexico, and support to Central American and Caribbean partners to address security challenges.
- Engage with the Pacific Alliance, and enhance political and economic engagement with Brazil.

**4. Increase Canada's economic and political engagement in Asia.** New priority aligned to SO 1 and SO 2.

Why is this a priority? The shift of political and economic power toward Asia highlights the importance of expanding Canada's bilateral and multilateral relationships in the region.[8] To take full advantage of new opportunities, Canada will promote greater access to, and penetration of, rapidly developing markets. This effort will be underpinned by enhanced contributions to regional governance, stable and secure societies and democratic development and human rights.

Plans for meeting this priority:

- Implement a plan for Asia designed to deepen targeted economic, security and governance partnerships.
- Pursue deepened market access by advancing bilateral free trade negotiations with key partners, including Japan, Korea, India, and contributing to an ambitious Trans-Pacific Partnership agreement covering a market of 658 million people and a combined GDP of $20.5 trillion.
- Pursue exploratory trade discussions with Thailand and deeper economic relations with China.
- Continue to pursue foreign investment promotion and protection agreements with countries of interest such as Indonesia, Mongolia and Cambodia.
- Deepen the partnership with the Association of Southeast Asian Nations (ASEAN) and operationalize the ASEAN Connectivity Fund.

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[6] www.canadainternational.gc.ca/can-am/index.aspx?lang=eng&view=d
[7] www.international.gc.ca/americas-ameriques/index.aspx?view=d
[8] www.international.gc.ca/asia_pacific-asie_pacifique/index.aspx?view=d

**5. Consular Services: Enhance safety awareness for Canadians abroad.** New priority aligned to SO 2.

Why is this a priority? The growing number of Canadians travelling, working and living abroad highlights the importance of providing timely and accurate travel information as well as high quality routine and emergency consular services through our network of missions abroad.[9] Experiences with past emergencies have demonstrated the need to optimize the coordination of the Government of Canada's responses to complex international emergencies, including natural disasters.[10]

Plans for meeting this priority:

- Improve public awareness of consular services to mitigate the need for emergency assistance.
- Innovate toward the delivery of a rationalized and efficient consular and emergency response program.
- Reinforce the Emergency Watch and Response Centre function and continue to improve mission security and preparedness.

**6. Implement Canada's Arctic foreign policy to exercise sovereignty in the Arctic, in support of the Northern Strategy.** Ongoing priority aligned to SO 1.

Why is this a priority? Canada's Arctic foreign policy, the international component of the government's Northern Strategy, is founded on Canada's vision of the Arctic as a stable, rules-based region with clearly defined boundaries, dynamic economic growth and trade, vibrant Northern communities, and healthy and productive ecosystems.[11] As new opportunities and challenges emerge, the potential of the North will be of growing interest to Canada, to other Arctic states and, increasingly, to non-Arctic countries. As Chair of the Arctic Council (2013-15), Canada will ensure that the Council delivers concrete results and demonstrates to non-Arctic states that we are governing the region effectively.

Plans for meeting this priority:

- Implement priorities for Canada's chairmanship of the Arctic Council for 2013-15, including promotion of circumpolar economic development.
- Seek to resolve boundary issues and to secure international recognition for the full extent of Canada's extended continental shelf.

## 1.5 Risk analysis

DFAIT is among the most complex departments in the Government of Canada, responsible for the conduct of Canada's international affairs, including global trade and commerce. It faces a particularly wide array of risks arising from uncertainties in the international, domestic and internal environment in which it operates. From natural disasters to security threats at home and abroad, DFAIT's success in fulfilling its mandate depends on its ability to manage risks related to international developments largely beyond its control.

DFAIT is currently managing four key corporate risks, identified below, that could affect its ability to deliver results against its 2013-14 plans and priorities. These risks are being actively managed by DFAIT's senior managers, who report quarterly to the Deputy Ministers and departmental governance boards on their progress in reducing the department's exposure to these risks.

**Corporate risk 1: Personnel security: Protecting our staff**

The department will work to improve the safety and security of its overseas operations to mitigate the risk that inadequate security could result in severe injury or death of Canadian personnel (including Canada-based and

[9] www.international.gc.ca/asia_pacific-asie_pacifique/index.aspx?view=d
[10] www.international.gc.ca/humanitarian-humanitaire/natu_disas-cata2.aspx?view=d
[11] www.international.gc.ca/polar-polaire/index.aspx?lang=eng&view=d

locally engaged employees), dependents or contractors. It will continue to conduct extensive threat and risk assessments and enhance its security infrastructure.

It will provide employees with enhanced personal security training, including by working with its partner departments in Canada's network abroad. DFAIT will actively manage this risk through its Operations Committee, supported by the ADM for Consular Services, Emergency Management and North America, the ADM for International Security, Africa, Latin America and the Caribbean and the ADM for the International Platform Branch.

**Corporate risk 2: Emergency response: Maintaining services abroad in the face of emergencies**

DFAIT will enhance its emergency mitigation measures and preparedness to reduce the risk that natural disasters, hostile actions or civil unrest abroad could significantly disrupt departmental operations. It will reinforce its capacity to respond rapidly and efficiently to emergencies by improving security and consular environmental scanning and emergency response structures and further enhancing emergency management awareness training for employees. It will work to enhance partnerships with key federal departments and other like-minded countries involved in emergency management and reach out to Canadians abroad with better information on safe travel practices and timely notifications on potentially threatening situations.

DFAIT will actively manage this risk through its Operations Committee, supported by the Assistant Deputy Minister (ADM) for Consular Services, Emergency Management and North America as well as officials responsible for relevant geographic areas.

**Corporate risk 3: Cyber threats: Ensuring the security of electronic information**

DFAIT continues to face challenges arising from the risk of cyber-attacks. A successful breach of the department's information technology (IT) system could result in the leaking of sensitive information, the blocking of access to IT systems and the interruption of communications and the delivery of services to Canadians. DFAIT will work with Shared Services Canada (SSC), given SSC's new ownership of the IT infrastructure, to mitigate this risk by developing investment plans to ensure the timely implementation of DFAIT's IT Infrastructure Renewal Project.

DFAIT will also work toward providing better training in security of information to its staff, including locally engaged staff, and work to improve compliance through better enforcement. This risk will be managed through DFAIT's Operations Committee, supported by the ADM for Consular Services, Emergency Management and North America and the ADM for the International Platform Branch.

**Corporate risk 4: Financial and human resource management: Maintaining sustainability while managing change**

The department remains committed to prudent use of public funds and ongoing efforts to improve the efficiency of its operations. Maintaining financial and human-resource sustainability while implementing a significant change-management agenda over the next year will present several significant risks. These risks will be actively managed through its Resource Management and Operations Committees, supported by the Chief Financial Officer, the Corporate Risk Officer and the department's Executive Council. DFAIT will strengthen financial training for all managers and employees and closely monitor spending practices. Internal audits of change management implementation plans and change management governance structures will be undertaken periodically throughout the fiscal year.

Active communications with all employees will be crucial to ensuring a common vision for the organization moving forward. DFAIT will also communicate actively with managers and employees to ensure clarity on their new roles and responsibilities.

## 1.6 Planning summary

| Financial resources ($ millions) | | | |
|---|---|---|---|
| Total Budgetary Expenditures[12] 2013-14 (2013-14 Main Estimates) | Planned Spending[13] 2013-14 | Planned Spending 2014-15 | Planned Spending 2015-16 |
| 2,311.7 | 2,285.6 | 2,115.6 | 2,031.8 |

| Human resources (FTEs[14]) | | |
|---|---|---|
| 2013-14 | 2014-15 | 2015-16 |
| 12,413 | 12,353 | 11,733 |

**Planning summary ($ millions)[15]**

| Strategic outcome | Program | Actual spending | | Forecast spending | Planned spending | | | Alignment to Government of Canada outcomes[16] |
|---|---|---|---|---|---|---|---|---|
| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | |
| 1. The international agenda is shaped to Canada's benefit and advantage, in accordance with Canadian interests and values. | 1.1 International Policy Advice and Integration | 226.6 | 99.3 | 93.4 | 75.3 | 72.7 | 73.0 | Contributes to a safe and secure world |
| | 1.2 Diplomacy and Advocacy | 1,271.5 | 1,063.6 | 1,044.9 | 903.9 | 892.1 | 855.6 | |
| **Total SO 1** | | **1,498.1** | **1,162.9** | **1,138.3** | **979.2** | **964.8** | **928.6** | |
| 2. Canadians are satisfied with commercial, consular and passport services. | 2.1 International Commerce | 178.3 | 167.5 | 157.7 | 154.1 | 148.9 | 141.6 | Contributes to a prosperous Canada |
| | 2.2 Consular Services and Emergency Management | 54.8 | 68.0 | 52.8 | 46.6 | 45.5 | 45.5 | Contributes to a safe and secure world |
| | 2.3 Passport Canada[17] | 16.8 | 19.5 | 47.8 | 70.4 | 0 | 0 | |
| **Total SO 2** | | **249.9** | **255.0** | **258.3** | **271.1** | **194.4** | **187.1** | |
| 3. DFAIT maintains a network of infrastructure and services to enable | 3.1 Governance, Strategic Direction and Common Service Delivery | 309.9 | 654.6 | 765.2 | 650.1 | 597.4 | 557.7 | Contributes to a safe and secure world |

[12] Total budgetary expenditures represent the department's budget authorities as published in the 2013-14 Main Estimates.
[13] Planned spending includes the budgetary amounts published in the 2013-14 Main Estimates, in addition to budget items approved by Treasury Board subsequent to the publication of the Main Estimates.
[14] Full-time equivalent (FTE) is a measure of the extent to which an employee represents a full person in-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.
[15] Totals may not add up due to rounding.
[16] www.tbs-sct.gc.ca/ppg-cpr/descript-eng.aspx
[17] Includes revenues credited to the vote. In certain specific situations, such as Passport Canada, Parliament authorizes departments or agencies to spend revenues generated from their operations. These revenues are presented in the Planned Spending figures.

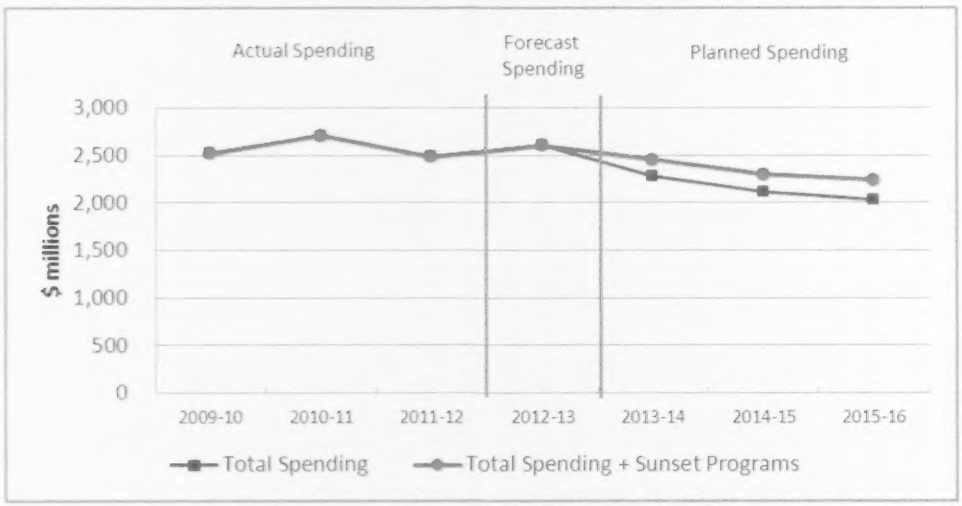
| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| the Government of Canada to achieve its international priorities. | 3.2 Government of Canada Benefits | 494.5 | 212.0 | 221.3 | 201.6 | 182.1 | 182.1 | |
| **Total SO 3** | | **804.4** | **866.6** | **986.5** | **851.7** | **779.5** | **739.8** | |
| **Program 4: Internal Services** | | 152.6 | 198.0 | 221.4 | 183.6 | 176.9 | 176.3 | NA |
| **Total DFAIT spending** | | **2,705.1** | **2,482.5** | **2,604.5** | **2,285.6** | **2,115.6** | **2,031.8** | |

On a year-over-year basis, planned spending decreases by $319 million in 2013-14 as compared to the prior fiscal year. The decrease in planned spending from 2012-13 to 2013-14 is primarily due to the sunsetting of funds related to the Global Peace and Security Fund at the conclusion of its most recent funding cycle. Options are currently being considered to further advance the government's priorities in this important program area. Any future funding decisions will be reflected in upcoming supplementary estimates and/or annual reference level updates.

The decrease is also due to the sunsetting of funds for the Global Partnership Program. In March 2012 the Government of Canada renewed the mandate of DFAIT's Global Partnership Program for a further five years, from 2013 to 2018. Funding has been set at $73.4 million per year for a total commitment of $367 million. The reduction in annual funding for the new five-year term takes into account the completion of large, resource intensive projects in Russia, a shift to a larger number of smaller activities to address new and emerging threats worldwide, and overall departmental resource reductions.

## 1.7 Expenditure profile

| Actual spending ($ millions) | | | Forecast spending ($ millions) | Planned spending ($ millions) | | |
|---|---|---|---|---|---|---|
| **2009-10** | **2010-11** | **2011-12** | **2012-13** | **2013-14** | **2014-15** | **2015-16** |
| 2,516.9 | 2,705.1 | 2,482.5 | 2,604.5 | 2,285.6 | 2,115.6 | 2,031.8 |




Notes:

1. Actual spending represents the actual expenditures incurred during the respective year, as reported in the Public Accounts.
2. Forecasted Spending reflects the total expected expenditures for the 2012-13 fiscal year.
3. Planned spending reflects funds already approved through the Estimates process. It is presented in the Annual Reference Level Update, which includes expected Respendable Revenues. The Planned Spending for 2013-14 also includes a return of

funding for the currency fluctuations related to assessed contributions. This will be tabled for approval through the 2013-14 Supplementary Estimates A process.

Over the period 2009-10 to 2015-16, actual and planned spending varies from a high of $2.7 billion in 2010-11 to a low of $2.0 billion in 2015-16. Included in the department's spending trend is Passport Canada, which accounts for $70.4 million in net planned expenditures in fiscal year 2013-14. Overall, the department's spending profile is as follows: operating costs 60%; grants and contributions 30%; capital costs 7%; and LES pensions 3%.

Given DFAIT's international operations, its annual expenditures are influenced by fluctuations in foreign currencies, varying rates of foreign inflation and changes in assessed contributions related to memberships in international organizations. Since fiscal year 2008-09, DFAIT's reference levels have been increased as a result of incremental funding for significant new initiatives, such as: implementation of the Canada-U.S. Softwood Lumber Agreement; establishment of the Counter-Terrorism Capacity Building Program and the Anti-Crime Capacity Building Program; creation of the Consular Services and Emergency Management branch; and measures to strengthen DFAIT's network abroad and security at missions.

The increase in spending from 2011-12 to 2012-13 was due primarily to new program authorities for: locally engaged staff (LES) pension, insurance and social security programs; and a substantial one-time investment in real property.

The decrease in planned spending from 2013-14 to 2014-15 is due primarily to a decrease in Passport Canada's planned spending. This is attributable to forecasted variations in passport application volumes. The expiration of two-year incremental funding received in 2012-13 and 2013-14 for the LES pension, insurance and social security also contributes to the decrease in planned spending over the period.

The decrease in planned spending from 2014-15 to 2015-16 is due primarily to the sunsetting of funds for the Moscow Chancery, legal costs related to the Softwood Lumber Agreement, and the International Science and Technology Partnership Program.

## 1.8 Estimates by vote

For information on our organizational appropriations, please see the Main Estimates.[18]

## 1.9 Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision making by articulating its key strategic environmental goals and targets. The government will be consulting the public in 2013-14 regarding the second three-year cycle of the FSDS (2013-16). The 2013-16 FSDS will be finalized in 2013-14. It will be presented as part of year-end performance reporting for 2013-14.

DFAIT ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the federal Strategic Environmental Assessment (SEA) process, any new policy, plan or program initiative includes an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs are made public when an initiative is announced, demonstrating the department's commitment to achieving the FSDS goals and targets.

DFAIT contributes to theme II - Maintaining Water Quality and Availability, as denoted by the visual identifier below.

Theme II:
Maintaining Water Quality
and Availability

[18] www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

These contributions are components of the following programs and are further explained in Section II:

- Program 1.2: Diplomacy and Advocacy

For additional details on DFAIT's activities to support sustainable development, please see Section II of this RPP and the department's energy, environment and sustainable development website.[19] For complete details on the Strategy, please see the Federal Sustainable Development Strategy website.[20]

[19] www.international.gc.ca/cip-pic/environment-environnement.aspx?view=d
[20] www.ec.gc.ca/dd-sd/

# Section II: Analysis of Programs by Strategic Outcomes

DFAIT's program alignment architecture consists of three strategic outcomes: Canada's International Agenda, International Services for Canadians, and Canada's International Platform. This section shows the alignment of our plans by strategic outcome, describe each program and the human and financial resources that have been allocated to it, and provide some planning highlights for our work in the coming year. Note that we are not attempting to describe all of the department's work but rather to provide high-level context for our seven programs.

## 2.1 Strategic outcome 1: Canada's International Agenda

The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.

### 2.1.1 Program 1.1: International Policy Advice and Integration

**Description:** DFAIT draws upon its expertise at missions and headquarters to establish integrated and coherent foreign policy and international trade priorities and to provide information, intelligence and advice to ministers, senior officials and key partners to support informed decisions that advance Canadian values and interests internationally.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 77.1 | 75.3 | 72.7 | 73.0 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 771 | 771 | 771 |

| Program expected result | Performance indicator | Target |
|---|---|---|
| Government of Canada decision makers establish integrated and well-informed policies on how to advance Canada's interests and values. | Degree to which, on a scale of 1 to 5, the Government of Canada is satisfied with information, intelligence and advice provided by the department. | 4 |

**Planning highlights**

High quality and timely information, intelligence and advice will be provided to Government of Canada decision makers by DFAIT's network of officers at headquarters and at 171 missions abroad in order to support coherent and informed decisions on foreign and international economic policies and priorities.

Policy coherence and policy formulation will be supported through the provision of strategic advice to ministers and senior officials, including a whole-of-government foreign policy plan to guide Canada's international engagement, and the development of a cyber foreign policy to promote Canada's Internet-related economic, security and foreign policy interests.

Departmental planning and policy coherence will be supported through the provision of advice on emerging international policy issues, the development of a comprehensive 2013-16 scan of the global environment to guide medium-term planning, and the provision of evidence-based, integrated policy research.

Government and departmental priorities, such as the Global Commerce Strategy and the Northern Strategy, will be supported through the provision of legal advice on international trade and investment law, economic sanctions, export and import controls, the law of the sea, international criminal law, consular and diplomatic law, international human rights and humanitarian law, treaty law, fisheries and oceans law, and international environmental law.

### 2.1.2 Program 1.2: Diplomacy and Advocacy

**Description:** DFAIT uses diplomacy, advocacy, and program delivery, informed by consultations with domestic stakeholders, to engage and influence international players in order to advance Canadian interests and values.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 928.2 | 903.9 | 892.1 | 855.6 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 1,598 | 1,596 | 1,596 |

| Program expected result | Performance indicators | Targets |
|---|---|---|
| International actors are engaged and influenced to build support for actions consistent with Canada's interests and values. | Degree to which, on a scale of 1 to 5, Canadian positions are reflected in bilateral agreements/initiatives. | 4 |
| | Degree to which, on a scale of 1 to 5, Canadian positions are reflected in multilateral agreements/initiatives. | 4 |
| | # of agreements concluded (including free trade agreements, air transport agreements and foreign investment promotion and protection agreements). | 10 |

Theme II:
Maintaining Water Quality and Availability

**Planning highlights**

***Diversifying Trade Through Expanded Market Access***

To support Canadian prosperity through expanding market access for Canadian exporters, investors and innovators, DFAIT will:

- implement a refreshed Global Commerce Strategy to bolster Canadian companies' access to key markets, capital, technology, talent, trade promotion and partnership-development support;
- seek to conclude a Canada-EU Comprehensive Economic and Trade Agreement and support the ratification and implementation of a concluded agreement;
- advance a Comprehensive Economic Partnership Agreement with India in 2013;
- pursue an ambitious Trans-Pacific Partnership agreement; and
- advance other bilateral and multilateral trade negotiations, including Free Trade Agreement negotiations with Japan and South Korea, and foreign investment agreements and exploratory trade discussions, notably with Thailand.

Canada's legislative, regulatory and international obligations, such as export/import permits related to trade in specific goods and technologies, will be met and Canadian interests will be advanced and defended through international dispute-settlement mechanisms, including within the World Trade Organization.

***Promoting Democracy, Human Rights and Security***

Democracy and human rights—in particular, religious freedom and the rights of women and girls—will be advanced through:

- principled leadership on international human rights issues, including initiatives to recognize human rights defenders and to address human rights violations in Iran and Syria;
- development of a strategy to advance democracy internationally and improve transparency and accountability within key international organizations; and
- operationalizing Canada's Office of Religious Freedom to promote tolerance and encourage protection of religious minorities.

Canadian political and security interests in NATO, G-8 and other multilateral forums will be advanced through targeted engagement, policy initiatives and programming as well as through co-chairing of G-8 and G-20 working groups. Canada recognizes that the world has changed rapidly in recent years and, with it, the nature of the threat has also evolved.

International security challenges including terrorism, transnational organized crime, and the proliferation of conventional weapons and weapons of mass destruction will be addressed through a range of intelligence services, targeted programming, and critical-incident management and by taking a leadership role in bilateral, regional and multilateral forums.

The security and stability of fragile states and regions will be strengthened through policy and program support, including Canadian civilian deployments and responses to humanitarian crises, including natural disasters.

***Advancing Regional Interests***

The Canada-U.S. relationship will be reinforced, to the extent possible, through initiatives on border management, security, trade and energy, including:

- supporting the negotiation and implementation of the Canada-U.S. Shared Vision for Perimeter Security and Economic Competitiveness;
- enhancing Canada-U.S. continental defence cooperation;
- managing bilateral trade issues and promoting Canada as a stable and secure source of energy and energy technology; and
- supporting North American Leaders' summits.

A focused engagement in the Americas will be implemented, including expanded commercial engagement and cooperation with Brazil, engagement with the Pacific Alliance, and the provision of support to regional partners to address security challenges.

Canadian security and economic interests in Mexico will be advanced through enhanced bilateral and trilateral engagement, such as the Canada-Mexico Joint Action Plan and North American Leaders' summits.

In Europe, the government will continue to deliver advocacy initiatives in support of the Canada-EU Comprehensive Economic and Trade Agreement, energy and the environment, democracy and human rights, and Arctic policy. Through an updated Global Commerce Strategy, initiatives will be undertaken to enhance market access, investment and innovation.

Canada, as a trading nation and a pacific nation, will move to intensify our engagement with key Asian nations and institutions and better coordinate actions and programs across the federal government. Comprehensive

country plans will be implemented for pillar relationships, including China, India, South Korea, Japan and ASEAN, while stepping up focused engagement with important regional players.

Canada-Asia security cooperation will be enhanced by reinforcing the regional and multilateral rules-based order, with a focus on resource security, nuclear non-proliferation, counterterrorism cooperation, human rights, democratic governance and improved regional security architecture.

Freedom, political stability and security will be promoted in the Middle East through advocacy, capacity-building initiatives and programming to support political reform and transition in Arab countries and Iran.

Efforts to re-launch the Middle East Peace Process will be supported, based on a principled Canadian approach that defends Israel's right to exist and respects its full participation in the multilateral system, while supporting political advocacy for a two-state solution. Recognizing that the larger threat to regional and world security is Iran, Canada will continue to work with likeminded nations and isolate the regime in Tehran, and ensure that Iran does not obtain nuclear weapons.

Canada's political and security interests in Africa and the Maghreb, including democracy, human rights and regional security and stability, will be advanced through bilateral and regional diplomacy and the delivery of programs to address governance and security challenges, such as terrorism, transnational crime and piracy.

DFAIT will support business opportunities for Canadian companies in the Middle East through targeted advocacy in support of negotiations on trade liberalization, air services, and foreign investment promotion and protection agreements.

The department will continue to advance Canada's trade and investment interests in key African countries, focusing on the most rapidly expanding new economies.

***Advancing Canadian Interests in the Arctic***

Canada's Arctic foreign policy, in support of the Northern Strategy, will be advanced through:

- implementation of the priorities for Canada's chairmanship of the Arctic Council (2013-15);
- securing international recognition of the full extent of Canada's extended continental shelf through preparation of Canada's submission to the Commission on the Limits of the Continental Shelf in 2013; and
- engagement with key partners on Arctic issues.

***Office of Protocol***[21]

DFAIT will maintain high levels of client satisfaction and continue to deliver effective protocol services to the Prime Minister, the Governor General, five portfolio ministers, and the foreign diplomatic corps accredited to Canada through improved efficiency and financial accountability of protocol services and the implementation of recommendations from evaluations conducted by the Office of the Inspector General.

[21] The Office of Protocol supports official international visits and events for the Governor General, as well as domestic and international official visits and events for the Prime Minister and Ministers of the Portfolio. Through official/state visits, official hospitality, public diplomacy and diplomatic corps services programs, the Office of Protocol enhances Canada's ability to implement and promote its international policies to foreign audiences inside and outside Canada.

## 2.2 Strategic outcome 2: International Services for Canadians

Canadians are satisfied with commercial, consular and passport services.

### 2.2.1 Program 2.1: International Commerce

**Description:** Through this program, DFAIT delivers commercial services and advice to Canadian business and supports its pursuit of international business opportunities.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 154.1 | 154.1 | 148.9 | 141.6 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 1,378 | 1,377 | 1,376 |

| Program expected results | Performance indicators | Targets |
|---|---|---|
| Canadian exporters, innovators, and investors are successful in their international business development efforts. | # of concluded agreements facilitated by the Trade Commissioner Service. | 1,000 |
| | % of clients who were satisfied with commercial services provided by the Trade Commissioner Service. | 75% |
| Foreign direct investment is facilitated, expanded or retained. | # of successful FDI projects (wins) facilitated by the Trade Commissioner Service. | 100 |

**Planning highlights**

Canadian commercial interests in Asia, particularly in India, China, Japan, South Korea, Mongolia, and ASEAN, will be advanced through initiatives related to trade, investment, infrastructure and transportation, resources and energy, technology, education, and immigration and visa procedures as well as support for a Trans-Pacific Partnership Agreement.

Trade Commissioner Service clients will be better positioned to succeed globally, with a focus on dynamic, high-growth markets around the world. Trade promotion and partnership-development support will be improved and access to capital, technology, talent and key foreign markets will be enhanced. TCS clients will also be supported through:

- sector-driven capacity building and program delivery;
- small- and medium-sized enterprise support initiatives, including tailored advice regarding global value chains and corporate social responsibility; and
- international business-development initiatives.

The department will collaborate with trade portfolio partners (Export Development Canada and the Canadian Commercial Corporation) to enhance trade portfolio coherence, support commercial engagement in developing countries, and advance Canada's interests in international financing and development bank forums.

Foreign investors' knowledge and awareness of investment opportunities in Canada will be increased through initiatives directed at key business decision makers in the United States, Europe and Asia, and in emerging markets, as well as through delivery of the Foreign Direct Investment Promotion and Attraction Program. Two-way investment and innovation will be promoted and DFAIT will advocate for Canada as a reliable and responsible supplier of resources to global markets.

Trade, investment and innovation will be increased through the delivery of integrated international trade programs, including:

- the Going Global Innovation Program, which stimulates international research and development partnerships that benefit Canadian innovators;
- the Global Opportunities for Associations programs, which supports national associations undertaking new or expanded international business development activities;
- the Integrative Trade Strategy Fund and Global Value Chain Initiative, which are used at posts in Canada and abroad for value-added initiatives that contribute to Canada's global competitiveness;
- the provision of support to the integrated trade programs of federal government partners.

### 2.2.2 Program 2.2: Consular Services and Emergency Management

**Description:** Through this program, DFAIT manages and delivers consular services and advice to Canadians and coordinates the Government of Canada's response to emergencies abroad affecting Canadians.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 46.6 | 46.6 | 45.5 | 45.5 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 319 | 319 | 319 |

| Program expected results | Performance indicators | Targets |
|---|---|---|
| Canadians are better informed and well prepared to travel safely and responsibly, and receive satisfactory assistance abroad. | Ratio of Canadians travelling abroad in distress situations. | Cases per visits to the U.S.: 3/100,000<br>Cases per visits outside the U.S.: 38/100,000 |
| | % of Canadians satisfied with routine consular services. | 90% |
| | % of Canadians satisfied with the Emergency Watch and Response Centre (EWRC) service delivery. | 75% |

**Planning highlights**

DFAIT will work to ensure that Canadians are better prepared for international travel by providing up-to-date travel, safety and security information, especially travel reports and warnings.

The emergency watch and response function will be strengthened to enhance emergency consular assistance to Canadians abroad and to improve coordination of Canada's responses to international emergencies or natural disasters. The department will strengthen the standing rapid response teams—a network of DFAIT employees at missions and headquarters designed to respond to emergencies or critical incidents affecting Canadians or Canadian interests abroad.

Consular and emergency management services to Canadians will be enhanced by:

- improving public awareness of consular issues through outreach and communications initiatives;
- implementing an integrated training program to enhance the alignment and coordination of consular, emergency management and security mandates at missions and headquarters; and
- strengthening domestic and international partnerships.

### 2.2.3 Program 2.3: Passport Canada

**Description:** Through this program, DFAIT manages and delivers passport services through the Passport Canada Revolving Fund. The program enables the issuance of secure travel documents to Canadians, which facilitates their travel and contributes to international and domestic security through document control.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|---|
| Gross Expenditures | 355.7 | 355.7 | 315.6 | 248.9 |
| Respendable Revenue | 285.3 | 285.3 | 315.6 | 248.9 |
| Net Expenditures | 70.4 | 70.4 | 0 | 0 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 2,512 | 2,480 | 1,874 |

| Program expected result | Performance indicator | Target |
|---|---|---|
| Canadians receive innovative, reliable, consistent, accessible and secure passport services. | % of clients who have indicated that they have been satisfied with the passport services they have received. | 90% |
| | % of Canadians having access to a point of service within 100 km. | 95% |

**Planning highlights**

DFAIT will improve passport services to Canadians and enhance the security and financial sustainability of the passport program by implementing Passport Canada's new 10-year ePassport and its associated new fee-for-service changes.

To ensure the security of Canadian travel documents, integrity of the passport entitlement and issuance processes will be strengthened by implementing new and/or modified security policies, practices and procedures.

DFAIT will also modernize the passport program by planning and implementing new innovative passport-service solutions in alignment with Government of Canada priorities and international standards.

## 2.3 Strategic outcome 3: Canada's International Platform

DFAIT maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.

### 2.3.1 Program 3.1: Governance, Strategic Direction and Common Service Delivery

**Description:** Through this program, DFAIT provides governance, strategic direction and leadership, manages change, delivers services and provides infrastructure to the mission platform.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 650.1 | 650.1 | 597.4 | 557.7 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 4,368 | 4,368 | 4,370 |

| Program expected results | Performance indicators | Targets |
|---|---|---|
| Efficient and cost-effective common services and support for Canada's representation abroad are provided. | % of clients (OGDs, partner and co-locator representatives) who feel they have the information and/or services they needed from DFAIT to carry out their mandate. | 75% |
| | % of common services delivered in compliance with service delivery standards. | 75% |
| | % of corrective measures recommended in external audit management letters and internal audit reports that were implemented within set time frames. | 100% |

**Planning highlights**

An increased focus on risk management, business planning, governance, and innovative operational procedures will enhance the delivery of efficient and cost-effective common services and support for Canada's representation abroad.

The security of Canadian government personnel, information and assets at headquarters, at regional offices in Canada and at Canada's missions abroad will be strengthened through improved security-awareness training and the implementation of enhanced security policies and practices.

DFAIT will enhance the security of personnel and information in Canada and abroad through a domestic security strategy and the implementation of the Departmental Security Plan.

Performance metrics at missions and client feedback from partner departments will be used in order to ensure that common service delivery standards are consistently achieved.

### 2.3.2 Program 3.2: Government of Canada Benefits

**Description:** This program is the vehicle through which the department and central agencies manage statutory payments to Government of Canada employees abroad (Canada-based staff and locally engaged staff).

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 201.6 | 201.6 | 182.1 | 182.1 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 62 | 61 | 62 |

| Program expected result | Performance indicators | Targets |
|---|---|---|
| Timely and appropriate Foreign Service Directives and locally engaged staff allowances, benefit payments and other services are delivered sustainably. | Degree to which, on a scale of 1 to 5, the department demonstrated leadership in the interdepartmental governance structures and National Joint Council. | 5 |
| | % of required Foreign Service Directives (FSD) payments to Canada-based staff that were made accurately and within established service standards. | 80% |
| | % of required payments to service providers and locally engaged staff that were made accurately and within established service standards. | 75% |

**Planning highlights**

Timely and appropriate Foreign Service Directives (FSDs) and LES allowances, benefit payments, and other services will be delivered sustainably through effective risk management, governance and oversight of the FSDs and, the LES pension, insurance and social security programs.

## 2.4 Internal Services

**Description:** The internal services program provides the essential support functions that enable DFAIT to carry out its mandate, including governance and management support; resource management services; and asset management services.

**Financial Resources ($ millions)**

| Total Budgetary Expenditures 2013-14 | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| 183.6 | 183.6 | 176.9 | 176.3 |

**Human Resources (FTEs)**

| 2013-14 | 2014-15 | 2015-16 |
|---|---|---|
| 1,406 | 1,380 | 1,364 |

**Planning highlights**

***Governance and management support***

DFAIT will ensure that Canadian aid delivery remains effective, accountable and aligned with Canadian priorities through effective management of Canada's International Assistance Envelope.

The awareness of internal clients, governmental partners, Canadians and international audiences regarding Canadian foreign affairs and international trade priorities, policies, programs and ongoing work will be improved through the provision of traditional and innovative communications services, tools and products in accordance with the Communications Policy of the Government of Canada.

Strategic planning, performance measurement and risk management at DFAIT will be improved through greater alignment of business plans, financial and human resources management, and individual performance management agreements with the department's policy priorities.

Departmental clients and the Government of Canada will be supported through the provision of legal services in relation to international law.

A well-integrated and operational Office of Audit, Evaluation and Inspection will ensure that senior management is well informed on risk, control issues, program performance, values and ethics, and the strength of DFAIT's management framework.

The department's highest program risks will be addressed and advice will be provided to senior management on the efficiency, effectiveness, relevance and results of programs and operations, through audits, recipient audits, evaluations, inspections and investigations.

Awareness of and compliance with the Values and Ethics Code for the Public Service will be increased through implementation of the DFAIT Values and Ethics Code and the completion of investigations that inform on gaps, improvements and requirements for adjustments to the application of the Code.

***Resource management services***

DFAIT will sustain the information management and technology program and infrastructure that support DFAIT's operations and services at headquarters and missions by strengthening the integration of departmental IM/IT planning, governance, project oversight and risk management, in cooperation with Shared Services Canada.

The department will mitigate, to the extent possible, financial and human resources risks, optimize in-year and future-year budget and HR management, including reallocations, through an effective human resource and financial risk management strategy, improved alignment of corporate information systems, and the provision of accurate strategic financial and human resource information and guidance, via the Resource Management Committee, Operations Committee, the Executive Council and the Departmental Audit Committee.

Sound stewardship of departmental financial resources will be achieved through the application of even more robust internal controls, including the optimization of the Financial Management Advisor model, the development and implementation of integrated financial systems and efficient business processes, and timely and accurate financial reporting.

DFAIT's workforce skills, competencies and knowledge will be enhanced through cost-effective training and professional development, including learning products addressing change- and career-management needs.

***Asset management services***

Stewardship of public resources and departmental assets will be strengthened through an integrated Long Term Accommodation Strategy, improved policies, and standardization of materiel management business practices and work is ongoing to improve procurement governance.

# Section III: Supplementary Information

## 3.1 Financial Highlights

**Future-oriented condensed statement of operations and departmental net financial position**

For the year (ended March 31)

| ($ millions) | $ change | Forecast 2013-14 | Estimated Results 2012-13 |
|---|---|---|---|
| Total expenses | (278) | 2,608 | 2,886 |
| Total revenues | (31) | 340 | 371 |
| Net cost of operations before government funding and transfers | (246) | 2,269 | 2,515 |
| Departmental net financial position | 52 | 1,280 | 1,228 |

**Future-oriented condensed statement of financial position**

For the year (ended March 31)

| ($ millions) | $ change | Forecast 2013-14 | Estimated Results 2012-13 |
|---|---|---|---|
| Total net liabilities | (56) | 385 | 441 |
| Total net financial assets | (38) | 262 | 300 |
| Departmental net debt | (18) | 123 | 141 |
| Total non-financial assets | 34 | 1,403 | 1,369 |
| Departmental net financial position | 52 | 1,280 | 1,228 |

The full future-oriented financial statements, including notes, are available on the department's website.[22]

## 3.2 List of Supplementary Information Tables

All electronic supplementary information tables found in the 2013-14 Report on Plans and Priorities can be found on DFAIT's website.[23]

Details on transfer payment programs (TPPs)

- Afghanistan Counter-Narcotics Program (ACNP)
- Anti-Crime Capacity Building Program (ACCBP)
- Canada Fund for Local Initiatives (CFLI)
- Commonwealth Secretariat
- Contributions under the Global Partnership Program for the Destruction, Disposal and Securing of Weapons and Materials of Mass Destruction and Related Expertise
- Counter-Terrorism Capacity Building Program (CTCBP)
- Food and Agriculture Organization of the United Nations (FAO)
- Global Commerce Support Program (GCSP)
- Grants and contributions in aid of academic relations
- International Atomic Energy Agency (IAEA)

[22] www.international.gc.ca/finance/index.aspx?lang=eng&view=d
[23] www.international.gc.ca/about-a_propos/plans/index.aspx?lang=eng&view=d

- International Criminal Court (ICC)
- International Labour Organization (ILO)
- International Organisation of La Francophonie (OIF)
- International Science and Technology Partnership Program (ISTPP)
- Investment Cooperation Program (INC)
- North Atlantic Treaty Organization (NATO) Civil Administration
- Organisation for Economic Co-operation and Development (OECD)
- Organization for Security and Co-operation in Europe (OSCE)
- Organization of American States (OAS)
- Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada
- Projects and development activities resulting from Francophonie summits
- United Nations Organization (UN)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- UN peacekeeping operations
- World Health Organization (WHO)
- World Trade Organization (WTO)

Disclosure of TPPs under $5 million

Greening government operations

- Electronic and electrical equipment
- Green meetings target
- Green procurement
- Paper consumption target
- Printing unit reduction target
- Reporting on the purchase of offset credits
- Training, Performance Evaluation and Management Process and Control

Sources of respendable and non-respendable revenue

Summary of capital spending by program

Up-front multi-year funding

Upcoming internal audits and evaluations over the next three fiscal years

**Tax Expenditures and Evaluations Report**

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations publication.[24] The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

[24] www.fin.gc.ca/purl/taxexp-eng.asp

# Section IV: Other Items of Interest

**Foreign Affairs and International Trade Canada (DFAIT)**
Tel.: 1-800-267-8376 (toll-free in Canada);
613-944-4000 (National Capital Region and outside Canada)
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**Passport Canada, Foreign Affairs and International Trade Canada**
Gatineau, QC K1A 0G3
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TTY: 1-866-255-7655
www.ppt.gc.ca

**Other Portfolio Related Contacts**

**Canadian Commercial Corporation**
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Fax: 613-995-2121
www.ccc.ca

**Canadian International Development Agency (CIDA)**
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Gatineau, QC K1A 0G4
Tel.: 1-800-230-6349 (toll-free in Canada); 819-997-5456 (National Capital Region and outside Canada)
Fax: 819-953-6088
www.acdi-cida.gc.ca

**Export Development Canada (EDC)**
151 Slater Street
Ottawa, ON K1A 1K3
Tel.: 613-598-2500 (local); 1-800-267-8510 (toll-free North America)
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**National Capital Commission (NCC)**
202-40 Elgin Street
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